

5 MAY 1974

MEMORANDUM FOR: Director of Central Intelligence

THROUGH : Deputy Director for Management and Services / *19 HCB*

SUBJECT : Equal Employment Opportunity Program

REFERENCE : Your Memorandum for the Record dated 10 April 1974; Subject: Conversation with Dr. Frank Snowden, Howard University, 4 April 1974

1. We appreciate the opportunity to comment on the content of your meeting with Dr. Frank Snowden of Howard University and would also like to use this chance to include other observations concerning the scope and thrust of the Agency's current EEO effort.

2. To the Office of Personnel, it would seem that this is the first year that increasing the number of black Agency employees is being taken seriously by the Agency. This, of course, results from your personal expressions of concern about the past record. Your determination and commitment to improve that record have now initiated an unprecedented Agency-wide receptivity. Assuming we can keep this receptivity open and continuing, there will be inevitably a payoff in the increased number of new black employees entered on duty. For our part, we are treating black EOD's as a matter of top priority.

Answer

3. At the same time, however, we want to ensure that the new attitudes and eagerness concerning EEO do not produce a simple "bandwagon" response -- a quickness now to consider and even hire black applicants because this is the current theme or fad, however momentary. A "shotgun" approach does not offer a long-term solution. The challenge now is to create an Agency environment and employment climate where all races can flourish so that our progress in this area will last sufficiently long to achieve and maintain the desired balance. Now that Agency officials have finally reached a state of mind where there is a willingness not merely to talk about EEO, we can actually get on with a program. Toward that end, we offer the following comments:

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a. In attempting to meet the challenge of increasing the number of qualified black employees, we feel it imperative that the best interests of both the Agency and the individuals be considered. This means hiring black applicants with solid potential for "making it" in the Agency on a career basis.

(1) Our task would be simple if we were interested only in increasing the number of black employees without regard for long-term consequences. We have evidence of this approach in areas of private industry where blacks have been hired at relatively high salaries, given work of little substance, and no provision made for their career development. Disenchantment has quickly followed. The individual feels he has been "had" and soon becomes critical of the arrangement.

(2) Even if initial training or external schooling is required, in the long run black employees must be capable of handling increasing responsibility, of rising to challenge, and of competing for promotions with white counterparts. In CIA we can accept nothing less. The type of black employees we are seeking will demand nothing less.

(3) We are in complete agreement with Dr. Snowden on not lowering our employment standards. This is not to say that there may not be differences between the techniques involved in hiring blacks and whites. As you know, for some months now we have not included PATB test results in black applicant folders. Interested components are referred to the Office of Medical Services for a complete analysis of the test results, including background consideration. We believe that the use of the PATB in this manner is more conducive to our search for quality black applicants than was formerly the case.

b. Every effort should be made now to exploit our new EEO receptivity. The employment of black applicants will, by their presence, qualifications and skills, themselves increase the receptivity and make it lasting. We are now in the process of attempting to ensure a continuing supply of qualified black applicants in a programmatic manner. Nonetheless, we are concerned lest an impression be formed within and outside the Agency that "black fever" has us running in all directions simply to find some blacks for hire. Some examples follow.

(1) We share your concern over the absence of blacks in higher level positions. We cannot make headway on this, however, by simply identifying or even recruiting applicants for senior positions and forcing senior management to review applicants where no vacancy or requirement exists. For example, we had referred to us recently a resume on a black female, currently a GS-15

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She is an ideal candidate for the Director, EEO or Woman Coordinator. Tom Holmes, who also reviewed the resume, noted that both positions were encumbered. Our response also noted that the individual was ideally qualified for certain senior positions in the Office of Personnel, but that these also were encumbered. Lateral entry at the higher levels probably can be accomplished most effectively in the technical/scientific area or in a few other disciplines where a well qualified black can be matched against a specific substantive requirement. Eventually, some of these employees may exhibit the general ability required to move into senior managerial positions within a career service structure. Of the many aspects of our EEO objective, the improvement of the blacks' share of the higher grades is one of the more difficult and delicate and must be treated carefully. Lateral entry at these higher grades, except where a specific requirement is met, can destroy the career aspirations of employees who have earned the right of advancement to these positions, even though they may be white. Demoralization can quickly result. Such a practice would also have all the ingredients of tokenism. Even

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certain you
are fully right
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applying this
literally would
mean for
lateral entry
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*where the qualifications
-3-
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the blacks thus brought in would probably realize that they entered the Agency at a level above others perhaps more qualified than they. Except in those few instances where specific requirements cannot be met and recruitment must take place, the steady and continuing solution to the problem of black advancement to senior positions is time and an equal chance for blacks to be considered for promotion. If we are successful in developing BEO consciousness on a permanent basis, qualified blacks will compete with others for advancement and they will properly move into the mid- and senior-level positions on their own merits.

The suggestion that we develop a minority group "summer intern" program is another example of a well-intentioned proposal, but one that creates more problems. Our response to the Deputy Director for Operations on this is attached for your information.

(2) We like your suggestion that Agency employees contact faculty members at their alma maters. We would expect, however, that once such contact has been made, the "lead source" be turned over to our regional recruiter for further development and use. Otherwise, we have a serious concern. Unannounced and uncoordinated visits to college campuses by Agency employees tend to jeopardize longstanding relationships we have developed with placement directors. The placement directors are jealous of their responsibility for knowing who is on the campus for recruitment purposes. They are most sensitive to slights, even though inadvertent. We ask, therefore, that when an Agency employee plans to visit a college for the purpose of establishing or reestablishing contact with a faculty member, the employee first contact Chief, Recruitment Division, Office of Personnel. He, in turn, will advise both the appropriate college officials and the regional recruiter. If desirable, the recruiter stands ready to join the employee during the visit.

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Put out
an instruction

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For Long

c. Over the long haul, we believe that our recruiters will provide the long-term solution to the Agency's black hiring problem. This Agency has been competing for quality employees since its creation and has done remarkably well. With the new receptivity to blacks and the intensified recruitment effort already initiated, we believe we can EOD a proper number of qualified black applicants on a continuing basis. Attachment A shows the increased activity since the first of the year. Especially meaningful are the figures on the top and bottom two lines of the chart. In another three or four months, we will know how much of this activity is translated into actual EOD's; we are presently optimistic. In this context, it is worth noting that the Agency's total requirements for new professional EOD's in FY 1974 is only 299.

*Good -
more?*

d. We are in basic agreement with Dr. Snowden about recruiting from a substantive base. Interviewing for technical, scientific, and advance degree positions can be done well by those Agency employees having substantive job knowledge. For many years representatives of OER/DDI have accompanied our recruiters to the college campus. Representatives of OTS/DDS&T have recently accompanied two of our regional recruiters on extensive trips throughout the country in their search for qualified engineers. There are other examples. In addition, our recruiters keep in close contact with the offices to whom applicant files ultimately will be directed and work from written recruitment guides that specify job requirements in detail.

e. We were delighted with Dr. Snowden's interest in our co-op and summer intern programs. Our Coordinator for Co-operative Programs has been making a massive effort during the last year to establish a solid working relationship with predominantly black schools that co-op in our areas of interest and those non-black schools having a large proportion of black students. Much developmental work has been accomplished. Again, initial results are encouraging; but it will be several months before we can realistically evaluate our efforts. The objective here is also to create a series of relationships that will ensure a

Administrative - 5 - Internal Use Only

continuing supply of well qualified and motivated black co-ops able to compete with their Agency peers in the performance of challenging tasks. In our 3 April 1974 memorandum to the Deputy Director for Operations, a copy of which was forwarded to you, we set down our thoughts on the Agency's Summer Intern Program. (See Attachment B.) They are similar in nature to those concerning the Co-op Program.

*OK, but
let's look
at it by
December 1974*

f. We have been thinking for some time of an outside panel of the type suggested by Dr. Snowden. We suggest that such a panel be deferred for a few months until we have an opportunity to assess the success or failure of our current processing of applicants. If sufficient numbers EOD, we may be willing to conclude that the steps already initiated to ensure a continuing supply of qualified blacks are the right ones and that these may be depended upon to provide black candidates who can successfully compete with white candidates for the relatively few requirements that might be set for FY 1975. In any case, we would have a different point of departure for panel consideration.

g. We recognize that personnel reductions suffered to date in FY 1974 and contemplated for 1975 are an obstacle to our EEO objectives. It will undoubtedly be difficult for components to place black applicants at a time when they may find it necessary to declare surplus employees who, except for ceiling reductions, could continue to produce effectively. We understand that you have already indicated to the Deputy Director for Management and Services that surplus programs should not be considered merely to make room for black applicants, and we agree wholeheartedly. So long as we can ensure the continuing availability through recruitment of a responsive number of black applicants who can compete with anyone else for available positions, and so long as components maintain their current willingness to consider blacks, we believe that the Agency's progress in the hiring of blacks will be steady and continuing.

h. Dr. Snowden also commented on the recruitment of blacks who attend non-black colleges. As a matter of fact, we have long recognized this, and the main thrust of our black recruitment effort to date is at

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non-black colleges. Over the years our regional recruiters have developed excellent working relationships with placement directors, department heads, and key graduate school advisors at all of the major universities in the country. We are now emphasizing to them our desire to interview black seniors and graduate students in those disciplines for which we have requirements. Furthermore, the recruiters are intensifying their contacts and sources in these circles and their efforts are beginning to bear fruit.

4. To summarize, we believe that the new EEO consciousness prevalent throughout the Agency provides a unique opportunity for the Agency to resolve its historical problem of inadequate black employment. At the same time, we must avoid any solution which emphasizes numbers and not quality. The Agency's recruitment force should be considered the primary mechanism for locating and identifying qualified black applicants. This does not mean that other efforts should not be used, but they should be coordinated with the Office of Personnel to avoid uncontrolled or independent actions which could, in the end, harm us. Our suggested approach to the challenge of increasing black representation in the Agency can best be summarized by the following objective:

"To plan and initiate an Agency program that will foster a positive relationship with individuals, institutions, organizations, community elements and the like, for the purpose of insuring a continuing source of qualified professional and technical black applicants, with growth potential, for CIA employment consideration."

Attachment C lists the steps we have taken in the last several months with that objective in mind. With some progress already made, we are optimistic that these steps will result, during the next six to twelve months, in an acceptable EOD black hiring rate within the constraints of personnel reductions.

(Signed) F. W. M. Janney

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Director of Personnel

Attachments

-7-

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ORIGINAL DOCUMENT MISSING PAGE(S):

Attachments missing